Saskatchewan Centennial 2005

100 YEARS OF HEART

2005-2006 PROVINCIAL BUDGET
PERFORMANCE PLAN

SASKATCHEWAN NORTHERN AFFAIRS

105-05097/

Minister's Message

I am pleased to introduce the 2005-06 Performance Plan for Saskatchewan Northern Affairs. I am committed to completing the key actions identified in our performance plan, and reporting on the Department's actual progress to northerners and the people of Saskatchewan in July 2006.

Saskatchewan's North is a resource rich area. Opportunities exist in northern economic sectors, with the potential to support value-added activity within, and outside, of the region. One area of continued improvement is the upward trend of northern worker participation in the northern mining industry. In 2004, northern worker participation in the mining industry was 53 per cent. This record year is up from 46 per cent in 1994 and 32 per cent in 1984. This progress is due in large part to the co-operation of multiple northern stakeholders including employers, the Northern Labour Market Committee, and the provincial government.

The 2005-06 plan builds on our past success in advancing economic and social development in the North. Saskatchewan Northern Affairs will continue to work with northern communities, businesses, industries, organizations, individual residents and other departments and agencies in advancing the Northern Strategy. Our priority will continue to be expansion of the northern economy - the foundation for meeting social and community development objectives. To this end, through programs such as the Northern Development Fund and the federal-provincial Northern Development Agreement, we will support initiatives in mining, forestry, tourism, primary production (commercial fishing, trapping and wild rice production), transportation and other sectors of the northern economy.

As Saskatchewan celebrates its Centennial as a Canadian province, northern Saskatchewan, with its abundant resources and unlimited potential, has a bright future and is sure to figure prominently in contributing to the success of this Province over the next hundred years.

Buckley Belanger
Minister of Northern Affairs

Who We Are

MANDATE

The mandate of the Office of Northern Affairs is to promote the social and economic development of northern Saskatchewan communities in partnership with the federal government and northern communities by supporting regional, business and industry development and co-ordinating government activities in the Northern Administration District (NAD) of Saskatchewan.

OVERALL RESPONSIBILITIES

- Lead the cross-governmental Northern Strategy and co-ordinate interdepartmental activities
- Develop policies and advise departments on responses to initiatives and issues in the North
- Deliver economic development programming and services in the Northern Administration District
- Assist the development of key sectors of the northern economy (e.g. mining, forestry, tourism, fisheries), including leading special projects for economic development in the North
- Broker and co-ordinate among departments, communities and industry to resolve issues and to better capture northern opportunities
- Provide integrated provincial government communications to northerners
- Administer northern mineral surface leases
- Manage the Northern Mines Monitoring Secretariat (NMMS) and Environmental Quality Committee (EQC) program that monitors northern uranium mining developments and operations

PROGRAMS AND SERVICES DELIVERED

Northern Strategy Leadership and Co-ordination – Includes co-ordinating, organizing and providing logistical and administrative support to the Northern Strategy committees; facilitating and co-ordinating the development of a strategic plan; monitoring on-going results; and co-ordinating results reporting. Saskatchewan Northern Affairs (SNA) works with 13 departments and agencies in advancing the Northern Strategy.

Northern Development Accord and Agreement – SNA plans and leads the delivery of investments under the Northern Development Agreement (NDA) on behalf of the provincial government, in conjunction with federal government and northern partners. Key service delivery partners for implementing the NDA are: (1) Tripartite Management Committee (TMC), which reviews recommendations and makes decisions on projects to be funded under the NDA; (2) Northern Development Board Corporation (NDBC), which administers the NDA; (3) Federal government, which matches provincial funding through Western Diversification; and (4) The six provincial departments that fund the $10M provincial commitment for the five-year period ending 2006-07.

Northern Development Fund (NDF) – Through the NDF, the Department delivers economic development programs including financial supports and business development services to an average of 150 northerners annually. Financial supports include: commercial loans to northern businesses; primary production loans to trappers, commercial fishers and wild rice growers; grants for marketing, research and development; grants for organizational development and business skills training; grants to encourage and support youth entrepreneurship; and financial support for Regional Development Corporations (RDCs). Key service delivery partners for the NDF are the RDCs, which support northern regional economic development and the Northern Review Board (NRB), which makes recommendations on loan applications under the NDF.

Commercial Fishing and Freight Subsidy and Price Support Program – The Department provides financial support for the commercial fishing industry in northern Saskatchewan through two components - a freight subsidy and a price support mechanism. The freight subsidy, accessed by more than 500 fishers, helps equalize transportation costs for fishers throughout the North. The price support mechanism compensates for reduced market prices or increased operating costs. The Department contracts the Freshwater Fish Marketing Corporation to administer the Commercial Fishing Freight Subsidy and Price Support Program to northern Saskatchewan commercial fishers who transport their fish to Winnipeg.

Mineral Surface Lease Agreements – SNA negotiates and administers Surface Lease Agreements for northern mines. The 13 agreements currently in place address socio-economic benefits provisions and land tenure environmental and occupational health and safety provisions, as co-ordinated with various provincial government departments and industry.

Northern Mines Monitoring Secretariat – The Department chairs the Northern Mines Monitoring Secretariat (NMMS), which provides technical support and advice to the Environmental Quality Committee (EQC). Key service delivery partners are the member federal and provincial government departments and agencies of the NMMS, along with the member communities of the EQC. The EQC provides effective northern community participation in monitoring the uranium industry and influencing decision-making about the industry. It also facilitates communications among northerners, industry and government. Thirty-one communities (municipal and First Nations) are represented on the EQC.

Regional Planning – SNA provides organizational, technical and advisory support services to five Regional Development Corporations (RDCs), including their development of operating plans, budgets and projects. SNA provides strategic and developmental assistance to economic sector associations, actively participates in interdepartmental and interagency forums representing economic and business development interests in northern Saskatchewan, and provides referrals to other programs and services.

Business Support Services – SNA provides business support services to northern entrepreneurs, businesses, co-operatives, community development corporations and other organizations. These services include the identification and evaluation of business opportunities, business plan development, organizational development, management counseling, business skills training and other advisory services.

Co-operative Development Support Services – SNA provides co-operative support services to assist northern co-operatives in organization development, policies, planning, legislative compliance, project development and key sector strategies. SNA provides support for the re-organization and revitalization of commercial fisheries co-operatives as part of the provincial fisheries strategy.

Northern Policy/Program Advisory, Advocacy and Communication Services – SNA provides advice and assistance to other departments in the development of strategies, policies, plans, programs and services to ensure northern interests are served and to advance goals under the Northern Strategy. SNA is involved in provincial cross-governmental and interdepartmental strategies and initiatives, including leading special projects related to the North. SNA also facilitates provincial government communications with northerners on various policy issues and provides communication on initiatives beyond the scope of the Department's core programs, including those undertaken by other departments.

STRUCTURE AND ORGANIZATION

As of April 1, 2005, SNA will have a total staff complement of 41 full-time equivalents (FTEs). The Department has two permanent offices (La Ronge and Regina) and three field offices (Creighton, Buffalo Narrows and Saskatoon). The increase of 6.4 FTEs since 2004-05 will enable the Department to put greater focus on communications, the Northern Strategy, planning, policy and program evaluation, and strategic initiatives such as the abandoned uranium mines clean-up initiative.

SNA has five units: 1) Communications; 2) Northern Development Fund Loan Program; 3) Planning and Financial Management; 4) Regional Development; 5) Resource and Industry Development. Since the beginning of 2004-05, the Department has centralized corporate finance and administration, previously housed in the Program and Financial Services (now Northern Development Fund) and Business and Human Resource Management units.

Plan at a Glance

This is the fourth performance plan publicly released by Saskatchewan Northern Affairs. It builds on our plan released in March 2004 by refining performance measures and updating actions to assist in tracking progress toward Departmental goals and objectives. The goals and objectives identified are multi-year in nature. By building on past accomplishments and bringing forward new initiatives, each objective outlines a series of key actions for the 2005-06 fiscal year that indicate how the objective will be met. The performance plan will continue to evolve as strategic planning, performance management and reporting processes mature, and more stakeholder feedback is incorporated.

Saskatchewan Northern Affairs will report on actual, compared to planned, results in its 2005-06 Annual Report to be released in July 2006.

CONSULTATIONS WITH STAKEHOLDERS

Northern Affairs communicates on a regular basis with a number of key stakeholders to: 1) identify and gather input on their issues and concerns; 2) update them on the Department's activities; and 3) keep up-to-date with recent/potential developments in the North. The Department's key stakeholders include northern boards, committees and communities, industry and provincial/federal departments.

In developing its 2005-06 Performance Plan, Department consultations included:

- Deputy Minister travel to various northern communities in the summer of 2004 to meet with key northern stakeholders and discuss their issues and concerns
- Uranium industry consultations continued via the Northern Mines Monitoring Secretariat (NMMS)/Environmental Quality Committee (EQC)
- Ongoing consultations were held with the Department's major stakeholder committees, including:
  - ~ Northern Development Board Corporation (NDBC)
  - ~ Northern Review Board (NRB)
  - ~ Regional Development Corporations (RDCs)
  - ~ Northwest Regional Development Council (NWRDC)
- The Department regularly participated in the Northern Municipal Roundtable, the Northern Labour Market Committee (NLMC) and the Northern Human Services Partnership (NHSP)
- A discussion on mandate was held with provincial departments that have a strong tradition of service delivery in the Northern Administration District (NAD)

- The Department also participated in meetings for the following northern organizations and committees, which represent a cross-section of northern sectors:
  - ~ Saskatchewan Co-operative Fisheries Ltd.
  - ~ Sturgeon Fish Project
  - ~ Anglin Lake/La Ronge Natural Gas Committee
  - ~ Saskatchewan Wild Rice Council
  - ~ Saskatchewan Northern Trappers Association
  - ~ Northern Forestry Officials' Meetings
  - ~ Syndicated Lenders' Meeting

As outlined above, the Department places heavy emphasis on its relationships and continuing dialogue with northern stakeholders, and is committed to engaging these groups on a regular basis as a vital means of shaping and focusing its direction and energy.

A success story of the Department's stakeholder relationships is the model used for the Northern Mines Monitoring Secretariat (NMMS)/Environmental Quality Committee (EQC). This model has been recognized both nationally and internationally in the past fiscal year, with representatives being requested to present the model to both the Canadian Aboriginal Mining Association and the International Atomic Energy Agency.

Consultations with key stakeholders continue to inform and shape the Department's priorities and strategic direction. The consultations enable SNA to more meaningfully respond to the key issues and concerns raised by northerners.

OUR VISION

Northern residents and communities will have opportunities to improve their quality of life and increase their self-reliance. With a greater capacity to create a viable social and economic future for themselves, northerners will take a greater role in the social and economic development of their communities and their regions.

GOAL #1

Self-reliant residents and communities in the North

OBJECTIVE 1 - *Greater involvement of northerners in influencing decisions regarding northern development*

Performance Measures:

- Percentage of representatives attending meetings
  - ~ Environmental Quality Committee (EQC)
  - ~ Northern Review Board (NRB)
  - ~ Northwest Regional Development Council (NWRDC)
- Percentage of uranium mining provincial operating license renewal applications that receive EQC input
- Number of northern stakeholder representatives on key Northern Affairs' Committees

OBJECTIVE 2 - *Northerners have access to financing, business and employment opportunities*

Performance Measures:

- Percentage of NDF funding utilized
  - ~ Loans
  - ~ Grants
- Estimated person-years of employment created or maintained per $100,000 of Northern Development Fund loans provided
  - ~ Commercial loans
  - ~ Primary production loans
- Amount of federal/provincial/municipal government funding secured for co-ops
- Number of fishers provided with subsidy payments
- Percentage of budgeted commercial fishing transportation subsidy utilized

GOAL #2

A viable and sustainable northern economy

OBJECTIVE 1 - *Provide capital, business and infrastructure support in the North*

Performance Measure:

- NDA funding approved for projects per year (includes federal and provincial government funding)

OBJECTIVE 2 - *Increased management and ownership of businesses by northerners*

Performance Measure:

- Percentage of northern businesses in NAD owned, in part or whole, by northerners

GOAL #3

Responsive and effective government in the north

OBJECTIVE 1 - *Strengthened communication of government activities related to economic development in the North*

Performance Measures:

- Number of *Northern Focus* newsletters and weekly radio features
- Number of northern radio broadcasts relating to uranium development
- Distribution of Northern Mines Monitoring Secretariat (NMMS)/Environmental Quality Committee (EQC) program insert in *Opportunity North* publication
- Number of NMMS/EQC program school presentations related to uranium mining sector:
  - ~ number of schools visited
  - ~ number of students participating

OBJECTIVE 2 - *Co-ordinated and transparent delivery of government services among government departments and northern partners in the NAD*

Performance Measure:

- Number of Tripartite Management Committee (TMC) meetings held to advance the NDA

2005-06 Financial Overview

The Department's budget for 2005-06 is $5.480 million. SNA's budget provides financial support for the initiatives in this plan, and focuses on further development of several programs specific to the North.

The following table gives a breakdown of SNA's 2005-06 budget:

2005-06 ESTIMATES	*(in thousands of dollars)*	
Central Management and Services	$	1,278
Northern Strategy		914
Resource and Economic Development		3,288
Total Appropriation	$	5,480
Capital Acquisitions		0
Amortization		7
Total Expense	$	5,487
FTE Staff Complement		41
REVENUES	$	410

Major changes in SNA's budget from 2004-05 include: an increase of 6.4 FTEs to enable the Department to greater focus on communications, the Northern Strategy, planning, policy and program evaluation and strategic initiatives such as the abandoned uranium mines clean-up; and funding of $250,000 to the Northern Development Agreement.

Trends and Issues

SNA serves the Northern Administration District (NAD) (generally the area north of the 54th parallel). Geographically, the NAD represents about half of the Province, approximately 320 000 square km, and includes a variety of distinct regions based on geography, resource base, population, community and business service development and human history. This variety makes the delivery of provincial government services in the NAD challenging. The Department's performance plan addresses specific trends and issues influencing development in the NAD, as well as opportunities for potential development.

DEMOGRAPHIC AND SOCIO-ECONOMIC CONDITIONS

The population of northern Saskatchewan is approximately 36,000[1]. The northern population is growing at a faster rate than the rest of Saskatchewan, but has generally lower levels of employment, education and levels of income compared to the Province as a whole. The table below shows several of these trends:

TRENDS[2]	*NAD*	*Province*
Aboriginal population	84%	13%
Median age	22.1	38.8
Less than grade 12 education	45.5%	27.6%
Employment rate	41%	63.5%
Youth (15-24) in labour force	32%	65%
Median family income	$ 27,323	$ 49,264

MAJOR ECONOMIC SECTORS

MINING

Mining continues to be a stable economic driver in Saskatchewan's North. Northern Saskatchewan is the largest uranium producer in the world, with more than 30 per cent of the world's natural uranium production. Three uranium mines, two uranium mills, one gold mine and one copper-zinc mine are in production. Saskatchewan's northern mining industry employs almost 1,800[3] people, with 53 per cent of them northerners. Modest job growth is anticipated over the medium-term, with job growth directly tied to new investments, which, in turn, are

[1] *2003 Saskatchewan Health covered population*
[2] *2001 Census*
[3] *Average number of company and contract workers employed at Saskatchewan mine sites in 2004 (Year End Statistics for Monitoring of Northern Employment at Mine Sites; Saskatchewan Learning)*

hampered by concerns about federal regulatory burdens. Increasing prices for uranium, gold, copper and silver have further stimulated exploration in the region, and construction has commenced on the Cigar Lake uranium mine. Significant opportunities for increased exploration and expansion into base minerals and rare earths exist, and demonstrate solid future potential.

TOURISM

Northern Saskatchewan's tourism industry has potential for growth. Hunting and fishing are the most popular tourism activities in the NAD. With forests and thousands of lakes and rivers, northern Saskatchewan offers many opportunities for Aboriginal culture experiences, eco-tourism and other outdoor adventures. Restricted transportation options and limited east-west travel corridors have an impact on northern tourism. To capture further opportunities in the tourism sector, in conjunction with Tourism Saskatchewan and other interested northern stakeholders, key activities will focus on continuing to develop a comprehensive northern tourism development strategy that will provide a co-ordinated approach to northern tourism development and marketing, beginning with west side communities.

FORESTRY

The forestry sector has operated in an unstable and uncertain environment due to the U.S. softwood lumber dispute. The World Trade Organization ruled in favour of Canada in August 2004; recovery may be gradual, and is dependent on the U.S.'s response to the ruling. Saskatchewan's primary forest product exports declined to $596 million in 2003 from a high of $749.6 million in 2000.[4] While investment challenges are high in the short-term, future investments will need to focus on well-integrated value-added production facilities, and away from stand alone production capacity in what will be a far more competitive commodities market. SNA will continue to support the expansion of Saskatchewan's commercial forest sector and northerners' efforts to realize value-added processing and manufacturing opportunities. Attention will also continue to focus on the development of non-timber forest products through ongoing work with departments, organizations and the private sector.

TRADITIONAL RESOURCE HARVESTING

Traditional resource harvesting is a stable industry in the NAD. In 2003, the annual earnings for these products (commercial fishing, fur trapping and the collection of berries, mushrooms and other non-timber forest products) were $8.6 million, and provided seasonal income for 4,000 people.[5] Contrasting record wild rice inventories in 2002, the industry had a difficult year in 2004 as poor weather conditions and high water levels during harvest damaged much of the crop. In commercial fishing, the Province is moving into the final stages of the five-year revitalization strategy, with the proposed development of a fish processing plant in Prince Albert.

[4] *Saskatchewan Learning, Northern Saskatchewan Regional Training Needs Assessment Report (La Ronge, SK, June 2004), 46*
[5] *ibid, 50*

OTHER OPPORTUNITIES

NORTHERN DEVELOPMENT ACCORD/AGREEMENT

The Northern Development Accord is an agreement between the federal and provincial governments and the Northern Development Board Corporation (NDBC), to work together to advance economic development in the NAD. The Northern Development Agreement (NDA), the first agreement signed under the Accord, reflects the contribution of $10 million each by the federal and provincial governments to support capacity building and development of economic infrastructure in the NAD. The Accord provides an "open window" for additional northern "development agreements" to assist the realization of increased northern businesses, jobs and benefits in the North.

ABANDONED URANIUM MINES CLEAN-UP

SNA will continue to lead the Province's efforts to negotiate a federal government funding commitment for the proposed clean-up of the former uranium mine sites, in the Athabasca region, to maximize northern involvement/benefits from the proposed project.

INFRASTRUCTURE DEVELOPMENT

Saskatchewan's northern infrastructure is underdeveloped compared to southern Saskatchewan. Infrastructure (roads, energy, power, water, sewer) is basic or limited in many parts of the North. Key road infrastructure priorities include Athabasca road upgrades, and completion of a road connector between Fort McMurray, Alberta and La Loche, Saskatchewan to enable northern Saskatchewan residents an opportunity to participate in the Alberta Oil Sands sector and to encourage northern Saskatchewan tourism.

CAPACITY LEVELS

Education levels and management, professional, technical and general labour force skills are lower in the North compared to the rest of the Province. Considerable effort, support and resources are required to build capacity of northern individuals/employees, business owners, board members and community leaders. SNA will continue to strengthen the capacity of key boards and committees by providing ongoing technical and advisory support. In recognition of the North's fastest growing population segment, SNA will continue to focus on promoting youth entrepreneurship.

Changes from 2004-05 Performance Plan

The goals and objectives in the Department's 2005-06 Performance Plan remain unchanged from those published in 2004-05. Four of the Department's performance measures have undergone minor modifications, while preserving the intent of each measure, to better represent the outcomes that the Department wants to track.

Goals, Objectives, Actions and Measures

This section provides detailed information on our 2005-06 Performance Plan. A number of objectives have been established to support progress toward each broad goal statement. For each objective, SNA has identified a set of key actions and performance measures to assist tracking progress toward the objectives.

SNA's 2005-06 Performance Plan closely resembles its 2004-05 Performance Plan. First, many of SNA's key actions are core to its operations and ongoing in nature. Examples of ongoing key actions include: financial assistance from the NDF; administration of mineral surface lease agreements; transportation subsidy assistance to commercial fishers. Second, some key actions are multi-year in nature, such as the delivery of the NDA or supporting the development of a comprehensive northern tourism strategy framework. SNA's annual report will describe more specific results in each of these areas. Finally, some of the key actions that were expected to be completed in 2004-05 are carried over to 2005-06 (these actions are highlighted in the following pages). Limited staff resources during the first part of 2004-05 and competing priorities prevented the Department from conducting a number of planned program/policy evaluations.

A number of factors impact the Department's operating costs and performance results. Given the large geographic area covered by the Northern Administration District, the time and cost of travel involved to deliver programs and gather input from various Department stakeholders (e.g., Northern Development Review Board, Environmental Quality Committee) is significant and varies from year to year.

GOAL #1

Self-reliant residents and communities in the North

OBJECTIVE 1 - *Greater involvement of northerners in influencing decisions regarding northern development*

Opportunities exist to develop the northern economy. It is important that northerners are active participants, expressing their viewpoints and concerns regarding decisions that affect them, and ensuring developments reflect their needs and perspectives. Opportunities exist to build capacity so northerners become increasingly self-reliant and can more readily shape their own future.

The measures for this objective provide a good gauge of greater northerner involvement in northern development decisions. A measure that specifically tracks northerners' ability to influence decisions regarding northern development is more difficult to develop, and the Department's work in this area is ongoing.

Key Actions for 2005-06

- Target and co-ordinate industry and federal-provincial regulator technical information sessions for volunteer EQC representatives to increase their understanding of continually-evolving technological and regulatory requirements in uranium mining.
- At the request of federal and provincial regulators, industry and northerners, co-ordinate and facilitate public consultations with the EQC on proposed northern uranium mining developments and project operating approvals.
- Provide technical support and advice to SNA's northern economic development boards and committees to support informed decision-making (e.g. the Northern Review Board, Northwest Regional Development Council, regional development corporations and the Northern Development Board Corporation).

What are we measuring?	**Where are we starting from?**
Percentage of representatives attending meetings	
• Environmental Quality Committee (EQC)	EQC: 77% of representatives attending meetings
• Northern Review Board (NRB)	NRB: 64% of representatives attending meetings
• Northwest Regional Development Council (NWRDC)	NWRDC: 73% of representatives attending meetings *[September 30, 2003]*

SNA's advisory committees were established to give northerners an opportunity to provide input into SNA's programming and developments in the North. The EQC acts as a communication

bridge between northerners, government and the uranium industry. The Northern Review Board (NRB) assists SNA with the implementation of the Northern Development Fund. The Northwest Regional Development Council (NWRDC) serves as an advisory body to the Minister of Northern Affairs on regional development in the northwest side of the Province.

This measure indicates northerners' involvement in planning and decision-making processes, and may indirectly indicate their satisfaction with their contributions to the committee. SNA has a moderate level of influence over this measure. The Department has the ability to ensure the committees are operating smoothly and to provide opportunities for members to build their capacity. The North's vast geographic area (and associated travel costs and time) and committee members' competing priorities (work and family commitments) are factors that influence this measure.

What are we measuring?	**Where are we starting from?**
Percentage of uranium mining provincial operating license renewal applications that receive EQC input	100% *[2003-04]*

The Province of Saskatchewan voluntarily requests the EQC to provide input into uranium operating license renewals by federal and provincial regulators. The measure demonstrates a growing recognition of the EQC as a valuable committee to provide feedback during these processes, thereby demonstrating increased northerner involvement. SNA has a moderate level of influence over this measure. SNA can advocate the EQC's involvement in these processes; however, SNA has limited control on the invitation extended to the EQC to provide input. Renewals take place as required, there is no set frequency.

What are we measuring?	**Where are we starting from?**
Number of northern stakeholder representatives on key Northern Affairs' Committees	2003-04 results are presented in Appendix 1. A summary chart follows.

	2003-04
Northern Review Board	9
Northern Development Board Corporation	12
Environmental Quality Committee	30
Northwest Regional Development Council	15
Regional Development Corporations	
– Athabasca Economic Development and Training Corporation (AEDTC)	7
– Central Cree Economic Development Corporation (CCEDC)	6
– Creighton Regional Development Corporation (CRDC)	7
– Northeast Development Corporation (NEDA)	5
– Woodlands and Waterways Regional Development Corporation (WWRDC)	6

The number of key northern stakeholder groups represented by each key committee supported by SNA, broken down by community, region and/or stakeholder group (depending on what is appropriate).

SNA key committees:

- Northern Review Board (described above)
- Environmental Quality Committee (described above)
- Northern Development Board Corporation is registered as a non-profit corporation, and provides advice and recommendations on initiatives and priorities to achieve the vision and goals of the Northern Development Accord
- Regional Development Corporations undertake and support northern regional economic development, leading to self-reliance, and continuous development of northern organizations, leadership, planning and priority setting

SNA will identify gaps in stakeholder or regional representation on committees and work on filling these gaps. SNA's level of influence varies with each committee. In several cases (e.g., the NDBC and regional development committees) the appointment of committee members rests with the constituencies represented. With the NRB and EQC, SNA appoints all members on the Board. There is a need to balance representation with efficiency of the committees' operations.

OBJECTIVE 2 - *Northerners have access to financing, business, and employment opportunities*

Many northerners may face barriers that have the potential to impede their participation in the northern economy. This may include limited: mobility due to high transportation costs and the remoteness of communities; workplace experience and training; or credit history to apply for loans. With access to financial services, business advice and other similar programs, northerners have greater opportunities to better participate in the economy, leading to self-reliance.

SNA contributes directly to this objective through business advisory services and the Northern Development Fund (NDF) loan and grant program. Other lending agencies with offices in the North can positively impact the outcome of this objective as well.

SNA has identified a number of good output-based measures to gauge SNA's contribution to northerners' access to financing, business and employment opportunities. Areas to focus in the future include developing outcome based measures to identify the effectiveness of programs to achieve the objective.

Key Actions for 2005-06

- Provide business and management consulting advice to potential NDF clients to support their business initiatives and help them to acquire financing. (Also contributes to Goal 2, Objective 2)

- Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities and First Nations Bands and primary producers (fishing, trapping, wild rice) to stimulate business and economic development and entrepreneurship in the NAD. (Also contributes to Goal 2, Objective 2)
- Provide proactive "after care service" to NDF loan clients to increase the long-term success of NDF-funded business ventures. (Also contributes to Goal 2, Objective 2)
- Assist commercial fishers by providing transportation subsidies for hauling fish to processing plants.
- Subject to confirmation of a federal funding commitment towards the planned clean-up of abandoned northern uranium mine sites, use established northern forums (e.g., NLMC, NDBC/NDA) and contact networks to continue to promote awareness and interest in pursuing multi-party development of northern capacity to serve a growing range of 'environmental service' needs of the northern public and private sectors.
- With the Public Service Commission, conduct an evaluation of the effectiveness of the Northern Hire Policy. *(Carry over from 2004-05)*
- Conduct a program evaluation of the loan component of the NDF, recommend improvements to the program and implement changes. *(Carry over from 2004-05)*
- Promote business development, entrepreneurship and employment to youth in the North by attending and/or supporting various forums such as job fairs and business conferences.
- Evaluate and monitor the effectiveness of the Northern Fish Transportation Subsidy and Price Support Program.
- Continue to support the Saskatchewan Cooperative Fisheries Ltd. (SCFL) in their effort to establish and operationalize a fish processing facility in Prince Albert. (Also contributes to Goal 2)

What are we measuring?	**Where are we starting from?**
Percentage of NDF funding utilized	
• Loans	43% of NDF-budgeted loans utilized
• Grants	83% of NDF-budgeted grants utilized
	[2003-04]

The Northern Development Fund (NDF) loan program provides term commercial loans and primary production loans. Northerners who may have difficulties accessing funding through conventional lending agencies may benefit from the NDF.

The NDF also has a grant component for three priority areas:

- Marketing, Research, and Development
- Organizational Development and Business Skills Training
- Youth Entrepreneurship

This measure shows the extent northerners are accessing the NDF loan and grant fund. SNA has a high level of influence over this measure by promoting the programs, directing business-consulting and primary production clients to the program and approving loans and grants. Factors that influence this measure include the number of applications received and the influence of global economic trends and issues on the northern economy.

What are we measuring?	**Where are we starting from?**
Estimated person-years of employment created or maintained per $100,000 of Northern Development Fund loans provided	
• Commercial loans	Commercial loans: 5 person-years per $100,000 in funds provided
• Primary production loans	Primary Production loans: 31 person-years per $100,000 in funds provided *[2003-04]*

The Northern Development Fund (NDF) was created to support economic and business development in northern Saskatchewan. Term commercial loans are accessible by eligible northern businesses and entrepreneurs. The primary production loan program enables northerners to take part in traditional occupations in the wild rice, fishing and trapping industries. A "spin-off" to new business start-ups or expansions can include the creation of new jobs or maintenance of jobs that could be at risk.

This measure shows the NDF's potential to help northerners access employment opportunities related to small businesses and primary production industries. To take into account full-time, part-time and seasonal employment, person years of employment is used. For the purpose of this measure, one person-year of employment is equal to: a) one person who is employed full-time, or b) more than one person who works part-time or seasonally so that the total working time is equal to one person who is working full-time. A total of 1,950 hours per year is considered to be full-time employment.[7]

This measure has two limitations. First, the measure is an estimate, based on information provided by NDF loan clients. Second, this measure combines both the estimated number of jobs created and maintained together.

SNA has a moderate level of influence over this measure. While the NDF has the potential to help northerners create and/or maintain jobs, SNA has less control over the actual jobs a business creates and whether or not these positions are filled by northerners.

[7] *Human Resources Development Canada*

What are we measuring?	Where are we starting from?
Amount of federal/provincial/municipal government funding secured for co-ops	$0 *[2002-03; most recent data available]*

SNA provides co-operative support services in organizational development, policy development, planning, legislative compliance, project development and key sector strategies. Through these services, SNA helps establish new co-operatives and secures the federal, provincial and municipal funding required. Co-operatives increase the ability of northerners to access funding that might not be readily available to individuals. This measure shows the amount of funding secured by co-ops. SNA has moderate influence over this measure. Through advocacy, the Department can influence the funding provided to co-ops. A factor influencing the measure is the interest in forming co-ops.

What are we measuring?	Where are we starting from?
Number of fishers provided with subsidy payments	500 *[2003-04]*

The Commercial Fishing Freight Subsidy program helps to offset high transportation costs for fishers throughout the NAD. Without the subsidy, many fishers might not be able to transport fish to be processed. This measure shows the approximate number of commercial fishers who benefit from the subsidy and take part in the commercial fishing sector with the subsidization of high transportation costs. SNA has a high level of influence over this measure by annually setting subsidy rates and providing subsidies up to the budgeted amount. The Department has limited control over the number of individuals taking part in the fishing industry.

What are we measuring?	Where are we starting from?
Percentage of budgeted commercial fishing transportation subsidy utilized	100% *[2003-04]*

This measure evaluates the demand on the subsidy program and is related to the growth of the northern fishing industry. See above description of program.

SNA has a moderate level of influence over this performance measure by providing subsidies, establishing subsidy rates annually and paying administration fees to the Freshwater Fish Marketing Corporation. The Department has limited control over the number of individuals taking part in the fishing industry and the quotas taken out of the lakes.

GOAL #2

A viable and sustainable northern economy

OBJECTIVE 1 - *Provide capital, business and infrastructure support in the North*

Capital, business and infrastructure support provides a foundation to help make the northern economy strong and sustainable. The development of economic enabling infrastructure (e.g., roads, energy and power) and the availability of financial resources better enable northerners to participate in the northern economy, and can stimulate more diverse employment options and increased local resilience to market fluctuations.

SNA contributes directly to this objective through actions and collaborative efforts with other provincial and federal departments, and northern boards and committees, and indirectly through advocating issues on behalf of northerners.

The Department has a good output measure for this objective. The challenge remains to develop outcome measures to gauge effectiveness of capital, business and infrastructure support provided by the Department.

Key Actions for 2005-06

- Co-ordinate investor-northern partner discussions to identify and plan prospective northern development projects and strategic business alliances, focusing on mining, forestry, tourism and infrastructure sectors.
- Advocate and build consensus for the construction of all-season roads in the Athabasca region and a road connector between Fort McMurray, Alberta and Garson Lake, Saskatchewan to stimulate the local economies, reduce the cost of living and to improve the quality of life for residents in the areas.
- Plan and lead the co-ordinated delivery of investments under the Northern Development Agreement (NDA) in conjunction with provincial/federal government and northern partners. Work with partners to develop and identify strategic priorities and projects of scale leading to full commitment of NDA funds before February 2007. (Also applies to Goal 3, Objective 2)
- Work with northern organizations to plan and co-ordinate business forums for northern businesses, entrepreneurs and industry partners. (Also applies to Goal 1, Objective 1)
- Continue to work with Saskatchewan Environment and Saskatchewan Industry & Resources: to support further roles the Saskatchewan Forest Centre could play in assisting northern value-added processing/manufacturing opportunities in the commercial forest sector, and to advise specific northern partners on capturing opportunities; and work with Saskatchewan Agriculture and Food & Rural Revitalization and Saskatchewan Environment in realizing increased value of production from non-timber forest products, including through the clarification of various permitting/approval requirements.

- Support Sask Tourism and the Northern Tourism Task Team in the continued development of a comprehensive northern tourism strategy framework that will provide a co-ordinated approach to northern tourism planning, marketing, development and training. Building on northern tourism planning models developed in 2003-05, support the development of regional tourism plans, beginning in the northwest.
- With Saskatchewan Property Management Corporation (SPMC), conduct an evaluation of the effectiveness of the Northern Procurement Policy. *(Carry over from 2004-05)*

What are we measuring?	**Where are we starting from?**
NDA funding approved for projects per year (includes federal and provincial government funding)	$3.2 million *[2003-04]*

Under the Northern Development Agreement (NDA), the provincial and federal governments are contributing $10 million each over five-years to support capacity building and economic infrastructure development in the NAD. This measure shows how much funding is provided under the Agreement. SNA has a moderate level of influence over this measure. SNA is one of many partners involved in administering the program. Partners include the Northern Development Board Corporation (NDBC), other provincial departments and the federal government. A factor influencing the measure is the number of applications that satisfy program eligibility requirements.

OBJECTIVE 2 - *Increased management and ownership of businesses by northerners*

The number of businesses in the NAD and the number of businesses owned by northerners are indicative of how strong the local economy is. The number of businesses owned and managed by northerners in the NAD is important to the long-term economic success of the region. Through ownership and operation of northern businesses, northerners are more actively involved in the local economy, work force and community. Keeping a greater portion of business revenues in the NAD encourages more spending locally and reinvestment in the community, which, in turn, fosters more resilient and diversified economies.

SNA has developed one measure to track increased ownership of businesses by northerners. However, some limitations exist with this measure, for example information is collected on a voluntary basis. The Department will work on developing a measure to determine the management of businesses in the NAD by northerners.

Key Actions for 2005-06

- Lead and co-ordinate the development of northern co-operatives to build northern capacity, access available resources, promote northern ownership of businesses and develop housing projects.

- Provide business/management consulting advice to potential NDF clients in order to support their business initiatives and help them to acquire financing. (Also contributes to Goal 1, Objective 2)
- Provide financial assistance in the form of loans and grants from the NDF to northern businesses, individuals, municipalities and First Nations Bands to stimulate business and economic development and entrepreneurship in the NAD. (Also contributes to Goal 1, Objective 2)
- Provide proactive "after care service" to NDF loan clients to increase the longevity and success of NDF-funded business ventures. (Also contributes to Goal 1, Objective 2)

What are we measuring?	**Where are we starting from?**
Percentage of northern businesses in NAD owned, in part or whole, by northerners	49% *[September 30, 2003; most recent data available]*

A "northerner" is an individual who has lived in the NAD for ten years or half of his or her life. This measure tracks the percentage of northerners that own businesses in the NAD.

The measure is based on voluntary entries in the *Northern Saskatchewan Business Directory*. The directory is updated on a regular basis. SNA has a low- to moderate- level of influence over the number of northerners owning businesses in the entire NAD, with influence only on businesses the Department has direct contact with through the NDF loan and grant programs and business consulting services.

Other lending agencies can positively impact this measure by providing financial services to northern businesses. Factors that influence this measure include demand for product; cost-competitiveness with products and services offered in larger communities outside the NAD; high costs associated with transporting goods; and global economic trends and issues impacting the northern economy.

GOAL #3

Responsive and effective government in the North

OBJECTIVE 1 - *Strengthened communication of government activities related to economic development in the North*

Through effective communications, northerners' awareness of economic development programs and services available to them will increase. With increased awareness of programs and services available to them, northerners can access and benefit from the programs. Effectively communicating existing government programs and services is important to their success. This is particularly important given the unique communication challenges in the North, including the use of three languages. For example, multiple modes of communication must be considered and tailored to the unique situations of different northern regions. A variety of communication tools are used in the North, including newsletters, radio and advertising.

The measures for this objective are output focused, and demonstrate the extent of communication activities. More work is required to cost-efficiently address the effectiveness of SNA's activities in increasing northerners' awareness or utilization of key programs and services available to them.

Key Actions for 2005-06

- Develop and implement a strategic communications plan that focuses on: increasing awareness of SNA's mandate, programs and strategic activities; improving communication with SNA's northern economic development boards, committees, stakeholders and partners; and improving provincial government communications to and with northern people to increase awareness and utilization of the broad range of provincial programs and services provided within the NAD. *(Carry over from 2004-05)*
- Continue to deliver NMMS communications to increase northerners' awareness of the uranium sector's current operating requirements and challenges (i.e. regulatory, human resource), and its future outlook.

What are we measuring?	**Where are we starting from?**
Number of *Northern Focus* newsletters and weekly radio features	1 newsletter 21 radio features *[2003-04]*

SNA delivers several communication materials throughout northern Saskatchewan annually. The *Northern Focus* newsletters and radio features profile Government services available to northerners, in addition to activities and news events impacting northerners. The newsletter is widely distributed to all northern homes and businesses by Canada Post and to about 250 recipients in southern Saskatchewan for a total distribution of 8,000 per newsletter. The radio program can be accessed throughout the NAD.

SNA has a high level of influence to determine the number of communication initiatives it delivers annually. The newsletter and radio program are distributed throughout the NAD.

What are we measuring?	**Where are we starting from?**
Number of northern radio broadcasts relating to uranium development	144 spots *[2003-04]*

The Northern Mines Monitoring Secretariat (NMMS) produces *"You Were Asking"*, a radio broadcast that answers questions related to the uranium industry and/or the Environmental Quality Committee. This performance measure shows the frequency of communication activities related to the uranium industry.

SNA has high level of influence over this measure and can determine the number of radio broadcasts delivered. While the Department has limited control over numbers in the audience, the program is produced each week in English, Cree and Dene to reach more northerners.

What are we measuring?	Where are we starting from?
Distribution of Northern Mines Monitoring Secretariat/Environmental Quality Committee program insert in *Opportunity North* publication (measured as the number of copies distributed)	45,000 copies distributed (5 editions x 9,000 distributed per edition) *[2003-04]*

The NMMS publishes a four-page insert in a private sector publication, *Opportunity North,*, distributed to all households in the NAD five times a year. The insert provides public information respecting activities and developments in the northern uranium mining industry, and associated socio-economic and environmental topics. This measure shows the number of households provided with the publication and is directly related to strengthening communication of NMMS and EQC activities.

SNA has high level of control to determine the space it will purchase to produce a four-page insert. SNA has limited control over readership.

What are we measuring?	Where are we starting from?
Number of NMMS/EQC program school presentations related to uranium mining sector: • number of schools visited • number of students participating	Number of schools: 5 Number of students: 153 *[2003-04]*

SNA and Saskatchewan Environment (SE) deliver presentations to middle school and high school students to raise awareness of uranium development. This measure shows the number of schools and students impacted by the presentations. Through the presentations, students can increase their understanding of uranium developments and related issues/opportunities in the North.

OBJECTIVE 2 - *Co-ordinated and transparent delivery of government services among government departments and northern partners in the north*

One of SNA's responsibilities is to improve planning and co-ordination of activities between provincial and federal government departments and northerners. Successful planning and co-ordination will increase the effectiveness of programs and initiatives, and will positively impact northern communities and residents.

The Department has one output measure for this objective, and is challenged to develop outcome measures that gauge the co-ordination and transparency of the delivery of government services among government departments and northern partners in the NAD. The Department will continue to work on developing more effective measures in this area.

Key Actions for 2005-06

- Lead and manage Saskatchewan's contributions to, and participation in, the Northern Development Ministers Forum designed to advance cross-jurisdictional northern initiatives in selected priority areas. For 2005-06, the priority areas include northern awareness enhancement, research and innovation, recruitment and retention, northern transportation investment, maximizing the economic and social impacts from major projects in the North and education, training and employment.
- Advance government planning, co-ordination and communications under the Northern Strategy.
- Pursue opportunities to negotiate an intergovernmental agreement with Alberta Aboriginal Affairs and Northern Development to advance areas of mutual socio-economic interests in the northern regions of Saskatchewan and Alberta. *(Carry over from 2004-05)*
- Building on Saskatchewan's financial commitment and specific site characterization work in 2004, conclude a Canada-Saskatchewan joint funding agreement to enable further work toward the clean-up of abandoned northern Saskatchewan uranium mine/mill sites.
- Negotiate and administer northern mineral surface lease agreements with industry to: (1) continue effective, efficient and co-ordinated government support for future development of the northern mineral sector; and (2) reinforce provincial regulatory control in the areas of environmental protection and occupational health and safety of workers.
- Identify and advance, with colleague departments and agencies, further improvements to Saskatchewan's northern mining policy and procedural framework to encourage more investment in future developments and stimulate greater socio-economic benefits for northerners.
- Promote northern forest sector clients' and partners' increased appreciation/awareness of regulatory, policy and trade-based requirements and challenges surrounding the establishment and expansion of processing and manufacturing facilities.

What are we measuring?	**Where are we starting from?**
Number of Tripartite Management Committee (TMC) meetings held to advance the NDA	3 *[2003-04]*

The Northern Development Agreement (NDA) involves many partners in its delivery. The Tripartite Management Committee (TMC) is the management body that oversees the NDA, and includes two representatives each from the Northern Development Board Corporation and the provincial and federal governments. The TMC also provides overall direction to the various subcommittees, including the technical and communications subcommittees. Frequent and effective communication between partners is required to ensure smooth delivery of projects under the Agreement. This measure relates to co-ordination efforts.

SNA, along with other co-chairs of the committees, have a high level of influence on this measure to collaboratively determine the number of times they meet.

For More Information

If you would like to obtain further information about Saskatchewan Northern Affairs, ask questions or provide comments on the performance plan, please contact:

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For further information relating to the Department's programs, please visit us online at:
http://www.northern.gov.sk.ca/index.html

Appendix 1

Performance Measure Matrices

NORTHERN REGIONS REPRESENTED ON NORTHERN REVIEW BOARD [1]	
Athabasca Region	1
Central Region	2
East Side	3
West Side	3

COMMUNITIES BY NORTHERN REGIONS (AS DEFINED FOR THE NORTHERN REVIEW BOARD)

ATHABASCA	CENTRAL	EAST	WEST	
Black Lake	Air Ronge	Creighton	Bear Creek	Green Lake
Camsell Portage	Brabant Lake	Cumberland House	Beauval	Ile a la Crosse
Fond du Lac	Grandmother's Bay	Cumberland House Cree Nation	Black Point	Jans Bay
Stony Rapids	Hall Lake	Denare Beach	Buffalo Narrows	La Loche
Uranium City	Kinoosao	Deschambault Lake	Canoe Narrows	Michel Village
Wollaston Lake	La Ronge	Pelican Narrows	Cole Bay	Patuanak
	Missinipe	Sandy Bay	Descharme Lake	Sled Lake
	Montreal Lake	Sturgeon Landing	Dillion	St. George's Hill
	Pinehouse		Dore Lake	Turnor Lake
	Southend		Garson Lake	
	Stanley Mission			
	Timber Bay			
	Weyakwin			

ORGANIZATIONS/ENTITIES REPRESENTED ON NORTHERN DEVELOPMENT BOARD CORPORATION

	2002-03	2003-04
Saskatchewan Association of Northern Communities - New North	2	2
Métis Nation of Saskatchewan	4	4
Prince Albert Grand Council	2	2
Meadow Lake Tribal Council	2	2
Athabasca Economic Development and Training Corporation	2	2

[1] *Growth is a result of positions that were vacant in 2002-03 being filled in 2003-04.*

NORTHERN COMMUNITIES REPRESENTED ON ENVIRONMENTAL QUALITY COMMITTEE [2]	
Air Ronge	1
Beauval	1
Black Lake First Nation	0
Brabant Lake	1
Buffalo Narrows	1
Camsell Portage	1
Cumberland House	1
Cumberland House Cree Nation	0
Denare Beach	1
Dillon (Buffalo River First Nation)	1
Fond du Lac First Nation	1
Green Lake	1
Ile a la Crosse	1
Jans Bay	1
La Loche	1
Clearwater Dene First Nation	1
La Ronge	1
Lac La Ronge Indian Band	1
Michel Village	1
Montreal Lake First Nation	1
Patuanak	1
English River First Nation	1
Pinehouse	1
Sandy Bay	1
Peter Ballantyne Cree Nation	1
Southend	1
St. George's Hill	1
Stony Rapids	1
Turnor Lake (Birch Narrows First Nation)	1
Uranium City	1
Weyakwin	1
Wollaston	
Hatchet Lake First Nation	1

[2] *Chart includes only communities that qualify to be on the EQC committee as "impact communities," under the mine Human Resource Development Agreements.*

NORTHERN COMMUNITIES ON THE NORTHWEST REGIONAL DEVELOPMENT COUNCIL AND REGIONAL DEVELOPMENT CORPORATIONS

	Northwest Regional Development Council	Athabasca Economic Development and Training Corporation	Central Cree Economic Development Corporation	Woodlands and Waterways Regional Development Corporation	Creighton Regional Development Corporation	Northeast Development Corporation
Northwest						
Bear Creek						
Beauval	3					
Black Point						
Buffalo Narrows	3					
Canoe Narrows	1					
Cole Bay	1					
Descharme Lake						
Dillon (Buffalo River First Nation)						
Dore Lake						
Garson Lake						
Green Lake	1					
Ile a la Crosse	2					
La Loche	2					
Clearwater Dene First Nation						
Michel Village						
Patuanak (English River First Nation)						
Pinehouse	1					
Sled Lake						
St. George's Hill						
Turnor Lake (Birch Narrows F.N.)	1					
Athabasca Region						
Black Lake First Nation		1				
Camsell Portage		1				
Fond du Lac First Nation		1				
Stony Rapids		1				
Uranium City		1				
Wollaston		1				
Hatchet Lake First Nation		1				
Montreal Lake Region						
Montreal Lake First Nation			2			
Timber Bay			2			
Weyakwin			2			

NORTHERN COMMUNITIES ON THE NORTHWEST REGIONAL DEVELOPMENT COUNCIL AND REGIONAL DEVELOPMENT CORPORATIONS (CONT.)

	Northwest Regional Development Council	Athabasca Economic Development and Training Corporation	Central Cree Economic Development Corporation	Woodlands and Waterways Regional Development Corporation	Creighton Regional Development Corporation	Northeast Development Corporation
La Ronge Region						
Air Ronge				3		
Brabant Lake						
Grandmother's Bay						
Hall Lake						
La Ronge				3		
Lac La Ronge Indian Band						
Missinipe						
Stanley Mission						
Creighton-Denare Beach Region						
Creighton					5[1]	
Denare Beach						
Other parties					1	
North East Region						
Cumberland House						1
Cumberland House Cree Nation						
Deschambault Lake						1
Kinoosao						
Southend						
Pelican Narrows (Peter Ballantyne)					1	1
Pemican Portage						1
Sandy Bay						1
Sturgeon Landing						

[1] *Creighton Regional Development Corporation also has two alternates from Creighton.*